

To **register** your interest, please log onto [www.wylln.ac.uk](http://www.wylln.ac.uk) and navigate to the Employer Zone.

Can't find what you want? Need a bespoke course to meet a specific training need? Not sure how to develop and implement an effective training and progression strategy?

For further information, or to talk to a broker about your personal and organisational development needs, please contact us on **01484 471105** or at [wylln@hud.ac.uk](mailto:wylln@hud.ac.uk) to see if our network of innovative and creative learning institutions can help.



Partners participating in this programme.

For a full list of partners please go to [www.wyllmn.ac.uk](http://www.wyllmn.ac.uk).

The West Yorkshire Lifelong Learning Network (WYLLN) is a partnership of universities, higher education institutions, further education colleges, 6th form colleges and other strategic organisations throughout West Yorkshire. All of our partners are committed to providing quality learning opportunities into and through higher education.

Produced in August 2010. All information correct at the time of production.



## The Learning List

Responding to the business need for flexible, relevant and timely training and development

Sept – Dec 2010

## the learning list...

In a crowded skills landscape finding the right learning and development can be time consuming, frustrating and confusing. WYLLN takes the pain out of the process, providing a direct route to relevant, effective learning by coordinating the training offered to business by our local network of **6** universities and **9** colleges.

You only have to call one number....


**01484 471105**  
**wylln@hud.ac.uk**

**Call or email us today** to register your interest in any of the short courses on offer in this programme, or to discuss your learning and organisational needs. An initial assessment will result in a referral to the right institution for you and WYLLN will ensure a quick and flexible response.

This learning list is not exhaustive so if you can't find what you want or you'd like to talk about your own, or your company's training needs, we'd really like to hear from you. Our network of local providers offer a range of quality assured accredited or non-accredited courses, business development consultancy and knowledge exchange activities.

You still only have to call one number....

**01484 471105**  
**wylln@hud.ac.uk**



**the learning list** listens... responding to business need for flexible, relevant and timely training.

(All course materials, exam fees and refreshments are included in the prices shown.)

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### Are Your Appraisals Maximising Your Employees' Potential?

<b>Provider</b>	Bradford College Business School
<b>What's it about</b>	Appraisal – A Practical Approach. Appraisals can be the most effective tool in a manager's tool box. Used correctly they can assist in the improvement of performance and the recognition of development. Our training gives practical advice to maximise the use of appraisals in your organisation. The course aims to ensure that your business needs are supported; to do this your organisation's own appraisal procedures and documentation will be used for the duration of the course.  This course is fully accredited and certificated through the Institute of Leadership and Management (ILM).
<b>Who should do it</b>	Managers and Line Managers with responsibility for Appraisals
<b>Cost per delegate</b>	£128 plus VAT
<b>Duration and Mode</b>	4 x 4 hour sessions Flexible delivery for bespoke courses
<b>What to do next</b>	Register your interest at <a href="http://www.wylln.ac.uk">www.wylln.ac.uk</a>

### Could your Employees Make Talented Managers?

<b>Provider</b>	Bradford College Business School
<b>What's it about</b>	Introduction to Management – this programme is the perfect tool for providing recognition to employees who display the potential for progression into a higher management role and will support succession planning for future promotions.
<b>Who should do it</b>	This course is designed for employees who are not currently within a management role or are newly appointed
<b>Cost per delegate</b>	£160 plus VAT
<b>Duration and Mode</b>	5 x 4 hour sessions Flexible delivery for bespoke courses
<b>What to do next</b>	Register your interest at <a href="http://www.wylln.ac.uk">www.wylln.ac.uk</a>

### People Mean Business

<b>Provider</b>	Leeds Metropolitan University
<b>What's it about</b>	This course will show you how to gain competitive advantage through people. It defines the role of the board in integrating HR strategy with the broader corporate strategy.  With completion of further modules you can gain a Diploma in Company Direction.
<b>Who should do it</b>	Company Director, Senior Executive or Aspiring Manager
<b>Cost per delegate</b>	£465 non IOD Members or £415 IOD Members
<b>Duration and Mode</b>	Friday 15 October 2010 1 day – workshop/tutorial
<b>What to do next</b>	Register your interest at <a href="http://www.wylln.ac.uk">www.wylln.ac.uk</a>

“Learning is a lifetime process, but there comes a time when we must stop adding and start updating.”

*Robert Brault*



### Knowing me, Knowing you: Personal Development and successful team building

<b>Provider</b>	Leeds Trinity University College
<b>What's it about</b>	<p>This popular course focuses on practical ways in which employers and employees can help themselves and their colleagues to work together more effectively. Myers Briggs Type Indicator (MBTI) is a tried and trusted method of helping people get the most out of their professional and personal lives. It is generally an empowering and affirming experience. The purpose of MBTI is to make the theory of psychological types described by Jung understandable and useful in people's lives.</p> <p>The course aims to enable employers and their employees to help themselves and their colleagues to work together more effectively through understanding the Myers Briggs Type Indicator (MBTI) as an effective method of helping people get the most out of their professional and personal lives and to empower and affirm employers and employees in their role to build strong working teams.</p>
<b>Who should do it</b>	Managers and Team leaders
<b>Cost per delegate</b>	£800 per group Plus £25 each per participant to cover all materials and MBTI scoring
<b>Min/Max Numbers</b>	Minimum 12 – Maximum number 16
<b>Duration and Mode</b>	1 day interactive workshop to suit individual company requirements
<b>What to do next</b>	Register your interest at <a href="http://www.wylln.ac.uk">www.wylln.ac.uk</a>

### Taking Part – dealing with group averse individuals

<b>Provider</b>	Leeds Trinity University College
<b>What's it about</b>	<p>This workshop considers why some people don't like to be in groups and how you can help someone in that situation to work effectively with others. It may also help you to analyse your own likes and dislikes in relation to meeting and greeting, structuring encounters (e.g. meetings or training workshops), representing other people and more.</p> <p>The course aims to identify and understand reasons for reluctance and resistance in group participation and to develop skills and strategies for supporting engagement.</p>
<b>Who should do it</b>	Directors, managers, team leaders, trainers – anyone responsible for the engagement of others
<b>Cost per delegate</b>	£80 per person per half day £125 per person per full day A group rate can be arranged for an in-house training
<b>Duration and Mode</b>	2 Half day workshops which can be taken separately or together Dates and delivery flexible – bespoke training to be delivered on or off campus to suit
<b>What to do next</b>	Register your interest at <a href="http://www.wylln.ac.uk">www.wylln.ac.uk</a>

### Is Customer Service Improvement Key to Your Success?

<b>Provider</b>	Bradford College Business School
<b>What's it about</b>	Innovation and Development in Customer Service Roles. For change to be successful it has to be accepted by all levels of management from the top down, and for any significant improvements to be made to the delivery of customer service this concept is key. Our training programme is aimed at employees who have direct contact with customers. It encourages them to discuss their strengths and weaknesses as a team and to be involved in the improvement of their own areas and taking ownership of its development. The course aims to ensure that your business achieves the maximum results from the minimum of training delivery time.
<b>Who should do it</b>	Anyone who has direct contact with customers
<b>Cost per delegate</b>	£64 plus VAT
<b>Duration and Mode</b>	2 x 4 hour sessions Flexible delivery for bespoke courses
<b>What to do next</b>	Register your interest at <a href="http://www.wylln.ac.uk">www.wylln.ac.uk</a>

### Is On-The-Job Training Important to Your Business

<b>Provider</b>	Bradford College Business School
<b>What's it about</b>	Train the Trainer On-The-Job training is essential within any business – it is the best way to teach your staff organisational processes, procedures and culture. It is important that the individual who completes that training in your business is fully competent and understands how to train effectively. Our training is aimed at individuals within your business who complete in-house on-the-job training. It will help them to understand the skills needed as a trainer, such as how to structure a training session and how to give effective feedback. It will also help them to understand the needs of individuals e.g. people with dyslexia or English as a second language.
<b>Who should do it</b>	Anyone within your business who delivers in-house coaching and on-the-job training
<b>Cost per delegate</b>	£128 plus VAT
<b>Duration and Mode</b>	4 x 4 hour sessions Bespoke to suit
<b>What to do next</b>	Register your interest at <a href="http://www.wylln.ac.uk">www.wylln.ac.uk</a>

“Man’s mind, once stretched by a new idea, never regains its original dimensions.”

*Oliver Wendell Holmes*

### Personality and Behavioural Psychometric Testing

<b>Provider</b>	Bradford College Business School
<b>What's it about</b>	Recruiting new staff and promoting existing employees can be a legal and procedural mine field. Using testing methods can ensure that your decisions are based on fair and lawful assessments. This type of assessment can also be used as a development tool to highlight areas of strengths and areas for development. We offer testing for individuals or groups and it can be used as part of your recruitment process or your staff development programmes.
<b>Who should do it</b>	All
<b>Cost per delegate</b>	£125 plus VAT
<b>Min/Max Numbers</b>	Minimum 1 Maximum 10 (The delegate rate reduces with group bookings)
<b>Duration and Mode</b>	One-to-One or Workshop based sessions, duration dependant on the size of the group. Flexible, bespoke delivery on or off site to suit your requirements
<b>What to do next</b>	Register your interest at <a href="http://www.wylln.ac.uk">www.wylln.ac.uk</a>

### Effective Marketing Strategies

<b>Provider</b>	Leeds Metropolitan University
<b>What's it about</b>	An opportunity to look at how marketing supports strategy within a business. It will show you how to form and generate value through effective marketing strategies.  With completion of further modules you can gain a Diploma in Company Direction.
<b>Who should do it</b>	Company Director, Senior Executive or Aspiring Manager
<b>Cost per delegate</b>	£465 non IOD Members or £415 IOD Members
<b>Duration and Mode</b>	Thursday 7 October 2010 1 Day Workshop/tutorial
<b>What to do next</b>	Register your interest at <a href="http://www.wylln.ac.uk">www.wylln.ac.uk</a>

“I’m looking forward to my future. I feel mentally rejuvenated and happy...”

*Kishanda Spencer Blake, Winner of the Learner Award in WYLLN's Leadership, Management, Innovation and Enterprise category, 2010*

### Manager's Toolkit: Essential Marketing

<b>Provider</b>	University of Bradford: School of Management
<b>What's it about</b>	Manager's Toolkit is a flexible programme offering a choice of modules determined by business need. Courses encourage practical application of content and skills learned. Aimed at experienced managers in the private, public and voluntary sectors these courses offer expert knowledge and skills in key business areas. Do you understand what makes your products/services special? Essential Marketing covers how successful organisations understand their customers, provide them with what they want and need and have them return time and again.
<b>Who should do it</b>	Experienced managers in the private, public and voluntary sectors
<b>Cost per delegate</b>	£635 per 2 day course
<b>Duration and Mode</b>	Tuesday 21 and Wednesday 22 September 2010 08:30 - 17:00 2 Day Course – attendance required on each day
<b>What to do next</b>	Register your interest at <a href="http://www.wylln.ac.uk">www.wylln.ac.uk</a>

### Marketing and Sponsorship in Events

<b>Provider</b>	Leeds Metropolitan University
<b>What's it about</b>	This 2 day workshop covers innovative and integrated marketing communications and sponsorship for events. The intensive course delivered through presentations, interactive exercises, case studies and handouts forms part of the Certificate of Attendance in Creating and Managing Events developed by the UK Centre for Events Management, one of the longest established and largest centres in the World dedicated to events management education and research. The course, delivered by Dr Emma Wood, leading researcher and author of Innovative Marketing Communications in Events and Jackie Mulligan, Principal Lecturer in Events Management, will provide event specialists or those seeking to pursue and progress their careers in events with opportunities to identify new marketing techniques and approaches to event business and will provide insights into how to secure sponsorship in an ever more competitive environment.
<b>Who should do it</b>	Event specialists or those seeking to pursue and progress their careers in events
<b>Cost per delegate</b>	£199 (including all course materials and refreshments)
<b>Duration and Mode</b>	October 2010 (tbc) 2 Days
<b>What to do next</b>	Register your interest at <a href="http://www.wylln.ac.uk">www.wylln.ac.uk</a>

### Dealing effectively with the Media

<b>Provider</b>	Leeds Trinity University College
<b>What's it about</b>	If your organisation and staff need to know how to deal effectively with the media and to understand how it operates, then this course is for you and your employees. The course aims to enable people to practice their media communication skills in a safe and professional environment. Includes TV studio and radio interviewing techniques.  Delivered by experienced journalists, this course is designed to provide thorough media awareness and to help you and your team develop useful communication skills.
<b>Who should do it</b>	Managers and communication staff, also good for general teambuilding
<b>Cost per delegate</b>	£250 per delegate, £2,000 per group (including VAT) Includes refreshments
<b>Min/Max Numbers</b>	Maximum 8
<b>Duration and Mode</b>	Full day (shorter versions available subject to discussion) Dates flexible – bespoke training Off campus training packages can also be negotiated Workshop including practical exercises. All delegates get a personal DVD of their own activities
<b>What to do next</b>	Register your interest at <a href="http://www.wylln.ac.uk">www.wylln.ac.uk</a>

### Leading Strategic Change

<b>Provider</b>	Leeds Metropolitan University
<b>What's it about</b>	Shows how the Board should lead an organisation, create a culture committed to change and describes the strategic issues, opportunities and pressures for change which exist.  With completion of further modules you can gain a Diploma in Company Direction.
<b>Who should do it</b>	Company Director, Senior Executive or Aspiring Manager
<b>Cost per delegate</b>	£465 non IOD Members or £415 IOD Members
<b>Duration and Mode</b>	Thursday 23 September 2010 1 Day Workshop/tutorial
<b>What to do next</b>	Register your interest at <a href="http://www.wylln.ac.uk">www.wylln.ac.uk</a>

“It is not hard to learn more.  
What is hard is to unlearn  
when you discover  
yourself wrong.”

*Martin H. Fischer*



### Strategy, Culture and Change

<b>Provider</b>	University of Huddersfield Business School
<b>What's it about</b>	Managers face the continuing challenge to improve performance. This requires them to understand the changing expectations of "customers" and to develop the capability to improve the value offered in their services. But this is not enough. A key ingredient of managing change is the ability to understand how an organisation's culture can be changed to support the implementation of new strategies. This session looks at practical ways of analysing the culture of an organisation, how the culture helps or hinders progress on addressing strategic priorities and how culture can be changed to support strategic change.
<b>Who should do it</b>	All organisations needing to respond to the changing economic climate with agility and flexibility
<b>Cost per delegate</b>	£250 full day £185 half day
<b>Min/Max Numbers</b>	Minimum 10 Maximum 20
<b>Duration and Mode</b>	Half or full day bespoke workshop
<b>What to do next</b>	Register your interest at <a href="http://www.wylln.ac.uk">www.wylln.ac.uk</a>

### Introduction to Project Planning (using Microsoft Project)

<b>Provider</b>	Centre for Project Management: Leeds Metropolitan University
<b>What's it about</b>	<p>This course seeks to introduce the basics skills required to build plans using Microsoft Project 2007. By the end of the course delegates will be able to build a basic plan that uses a work breakdown structure, shows the critical path and has resources assigned. It will involve setting up the software correctly, an appreciation of calendars and the pitfalls of printing.</p> <p>The course begins with how to set up the software so that it calculates consistently. Creating tasks, their properties and different types of tasks are following by different link types. Work breakdown structure creation is then considered along with an examination of the critical path and float. Resourcing, calendars and printing are covered towards the end of the course.</p>
<b>Who should do it</b>	Those with an interest in Project Planning
<b>Cost per delegate</b>	£295
<b>Duration and Mode</b>	Monday 6 and Tuesday 7 September 2010 2 Full Days Lab-based tutorial
<b>What to do next</b>	Register your interest at <a href="http://www.wylln.ac.uk">www.wylln.ac.uk</a>

### Introductory Certificate in Project Management

<b>Provider</b>	Centre for Project Management : Leeds Metropolitan University
<b>What's it about</b>	It is designed for anyone looking to start a successful career in project management or those wanting to understand the principles of project management excellence. Successful candidates will be able to understand the language of project management and the structure of a successful project. They will be able to take an active part in a project team and make a positive contribution to any project environment.
<b>Who should do it</b>	New managers, those interested in starting a career in Project Management
<b>Cost per delegate</b>	£550 including exam
<b>Duration and Mode</b>	Wednesday 8 to Friday 10 September 2010 3 Full Days Lecture/Tutorial format
<b>What to do next</b>	Register your interest at <a href="http://www.wylln.ac.uk">www.wylln.ac.uk</a>

### Manager's Toolkit: Strategic Account Management

<b>Provider</b>	University of Bradford: School of Management
<b>What's it about</b>	Manager's Toolkit is a flexible programme offering a choice of modules determined by business need. Courses encourage practical application of content and skills learned. Aimed at experienced managers in the private, public and voluntary sectors these courses offer expert knowledge and skills in key business areas. Achieve win-win solutions for customers and yourself using tools, tactics and techniques from <b>Strategic Account Management</b> . Manage accounts effectively by adding value at every step of the process through the long term.
<b>Who should do it</b>	Experienced managers in the private, public and voluntary sectors
<b>Cost per delegate</b>	£635 per 2 Day Course
<b>Duration and Mode</b>	Tuesday 19 and Wednesday 20 October 2010 08:30 - 17:00 2 Day Course – attendance required on each day
<b>What to do next</b>	Register your interest at <a href="http://www.wylln.ac.uk">www.wylln.ac.uk</a>

### Manager's Toolkit: Coaching and Mentoring

<b>Provider</b>	University of Bradford: School of Management
<b>What's it about</b>	Manager's Toolkit is a flexible programme offering a choice of modules determined by business need. Courses encourage practical application of content and skills learned. Aimed at experienced managers in the private, public and voluntary sectors these courses offer expert knowledge and skills in key business areas. The best managers empower and inspire individuals for better performance. Unleash your organisations hidden potential by supporting and encouraging individuals to do what they do better. <b>Coaching and Mentoring</b> will inspire you to motivate and develop your most valuable asset – your staff.
<b>Who should do it</b>	Experienced managers in the private, public and voluntary sectors
<b>Cost per delegate</b>	£635 per 2 Day Course
<b>Duration and Mode</b>	Tuesday 23 and Wednesday 24 November 2010 08:30 - 17:00 2 Day Course – attendance required on each day
<b>What to do next</b>	Register your interest at <a href="http://www.wylln.ac.uk">www.wylln.ac.uk</a>

### Manager's Toolkit: Project Management

<b>Provider</b>	University of Bradford: School of Management
<b>What's it about</b>	Manager's Toolkit is a flexible programme offering a choice of modules determined by business need. Courses encourage practical application of content and skills learned. Aimed at experienced managers in the private, public and voluntary sectors these courses offer expert knowledge and skills in key business areas. Develop simple techniques to manage complex projects – learn to plan, organise and manage resources effectively for the successful completion of specific projects. <b>Project Management</b> will help you utilise resources optimally to overcome the limitations of time and money.
<b>Who should do it</b>	Experienced managers in the private, public and voluntary sectors
<b>Cost per delegate</b>	£635 per 2 Day Course
<b>Duration and Mode</b>	Tuesday 14 and Wednesday 15 December 2010 08:30 - 17:00 2 Day Course – attendance required on each day
<b>What to do next</b>	Register your interest at <a href="http://www.wylln.ac.uk">www.wylln.ac.uk</a>

“The course has helped develop a wider skills base and the ability for self analysis. The company is keen to use the programme to enable our younger employees to progress to supervisory and management positions.”

*Dave Pyne, Assistant Production Engineer*

### ILM 5 Certificate Coaching and Mentoring

<b>Provider</b>	University of Bradford: School of Lifelong Education and Development
<b>What's it about</b>	The course aims to provide an understanding of how coaching and mentoring can support individual growth and development and to develop the skills needed to perform effectively as coach/mentor. On successful completion of the Coaching and Mentoring programme you will have developed the skills and abilities to make you an effective coach and mentor as well as having developed the skills to set up and run coaching and mentoring schemes.  Delivery is organised in an intensive 3 day period of study. This is then followed by an on-line study programme. Learners will be given a work related task to complete and will be supported in this by an on-line tutor and peer support.
<b>Who should do it</b>	Experienced managers in the private, public and voluntary sectors
<b>Cost per delegate</b>	£500 per 3 Day Course
<b>Duration and Mode</b>	TBC 08:30 - 17:00 3 Day Course – attendance required on each day
<b>What to do next</b>	Register your interest at <a href="http://www.wylln.ac.uk">www.wylln.ac.uk</a>

Finance for non-financial managers	
<b>Provider</b>	University of Leeds
<b>What's it about</b>	This short course is aimed at anyone who needs to read and interpret financial information or anyone who needs to make decisions which involve a financial aspect. University Certificate of Attendance.
<b>Who should do it</b>	Those who need to read and interpret financial information
<b>Cost per delegate</b>	£180 1 Day or £90 Half Day
<b>Duration and Mode</b>	1 Day or Half Day Workshop
<b>What to do next</b>	Register your interest at <a href="http://www.wylln.ac.uk">www.wylln.ac.uk</a>

“I am absolutely delighted at the support given to us. The professionalism shown by the team has been outstanding and the various groups have all responded enthusiastically to the learning and training given. The Lifelong Learning Centre have provided another level of education to our teams and they have made a significant contribution to both the skills and engagement level of my team.”

*General Manager, British Gas, Leeds, Winner of The WYLLN Employer Award 2010*

Social Enterprises: Financial Planning	
<b>Provider</b>	University of Huddersfield Business School
<b>What's it about</b>	To provide participants with the basic tools to analyse the financial position of their social enterprise and carry out investment appraisal to determine the viability of specific projects. The workshop takes you through how to run a health check on your organisation to get an overview of current sustainability and identify areas for future work.
<b>Who should do it</b>	Those involved in the establishment, management and financial operation of Social Enterprise
<b>Cost per delegate</b>	£250 Full Day or £185 Half Day
<b>Min/Max Numbers</b>	Minimum 10 Maximum 20
<b>Duration and Mode</b>	Half or Full Day Bespoke Workshop
<b>What to do next</b>	Register your interest at <a href="http://www.wylln.ac.uk">www.wylln.ac.uk</a>

Social Enterprises: Organising for Success	
<b>Provider</b>	University of Huddersfield Business School
<b>What's it about</b>	To provide participants with an overview of differing governing structures and key issues in the successful governance of social enterprises. The workshop is aimed at voluntary and community groups and provides practical advice and information for social enterprises on planning for a sustainable future.
<b>Who should do it</b>	Those involved in the establishment, management and operation of Social Enterprise
<b>Cost per delegate</b>	£250 Full Day or £185 Half Day
<b>Min/Max Numbers</b>	Minimum 10 Maximum 20
<b>Duration and Mode</b>	Half or Full Day Bespoke Workshop
<b>What to do next</b>	Register your interest at <a href="http://www.wylln.ac.uk">www.wylln.ac.uk</a>

“It's what you learn after you know it all that counts.”

*Attributed to Harry S. Truman*

Business Skills – Prospecting for Business	
<b>Provider</b>	University of Leeds – Cpd4health Innovation
<b>What's it about</b>	Prospecting for Business - this workshop will ensure that you manage your prospecting activities to maximum effect, improve your engagement rate, your appointment conversion rate and maximise the return on investment in this key area.
<b>Who should do it</b>	Those responsible for developing new business and managing client relationships
<b>Cost per delegate</b>	£190 per one day event
<b>Min/Max Numbers</b>	Maximum 20
<b>Duration and Mode</b>	3 linked days Dates TBC – can be delivered as a bespoke package on or off campus.
<b>What to do next</b>	Register your interest at <a href="http://www.wylln.ac.uk">www.wylln.ac.uk</a>

Teaching skills for non-teachers	
<b>Provider</b>	University of Leeds – Lifelong Learning Centre
<b>What's it about</b>	Are you required to teach groups of people as part of your current job? Would you like to develop your teaching skills and do it better?  This workshop aims to introduce participants to some of the key skills required for effective teaching: <ul style="list-style-type: none"> <li>• How do people learn</li> <li>• Session planning</li> <li>• Managing the session</li> <li>• Practising your teaching</li> </ul>
<b>Who should do it</b>	
<b>Cost per delegate</b>	£180 1 Day or £240 2 Days
<b>Min/Max Numbers</b>	Maximum 12
<b>Duration and Mode</b>	2 Linked Days Workshop – University Certificate of Attendance
<b>What to do next</b>	Register your interest at <a href="http://www.wylln.ac.uk">www.wylln.ac.uk</a>

Telling Tales: using stories in organisations	
<b>Provider</b>	University of Leeds – Lifelong Learning Centre
<b>What's it about</b>	In all societies stories are used for a variety of purposes and in the same way stories can be used in a variety of organisations.  In business organisations stories can explain how and why things are done; in education contexts stories can be used to develop learning and understanding of the world; in design work stories can help the visualisation process. Just as in childhood, stories can offer a safe and non-threatening environment in which to think about the world, and can be used by everyone whatever their background or experience.
<b>Who should do it</b>	Everyone within an organisation, whatever their background or experience
<b>Cost per delegate</b>	£180 1 Day
<b>Min/Max Numbers</b>	Maximum 15
<b>Duration and Mode</b>	1 Day Workshop – University Certificate of Attendance
<b>What to do next</b>	Register your interest at <a href="http://www.wylln.ac.uk">www.wylln.ac.uk</a>

“When you have learned something, that always feels, at first, as if you had lost something.”

*H.G. Wells*

### Engaging with the Workplace Wellbeing Agenda: Workshop (half day)

<b>Provider</b>	Leeds Trinity University College
<b>What's it about</b>	<p>Business leaders are told that workplace wellbeing is important because:</p> <ul style="list-style-type: none"> <li>• “All enterprises seek to be in a healthy state. If their employees are in a good state of health that must surely contribute to successful performance.” <i>Miles Templeman, Director General Institute of Directors.</i></li> <li>• “A business's most valuable asset is, and always will be, the dedicated staff who devote themselves to delivering the work of the organisation. Healthy and fit staff are essential to ensuring a company remains efficient and profitable.” <i>Professor Dame Carol Black, National Director for Health and Work.</i></li> <li>• “For every £1 spent on workplace wellbeing interventions there is a return of more than £4 to the company.” <i>PricewaterhouseCoopers.</i></li> <li>• “A business employing 2,000 staff could save themselves £6.6 million a year with a targeted workplace wellbeing initiative.” <i>Robinson-Cooper Consultants.</i></li> </ul> <p>The challenge to business leaders is how these compelling figures can translate into actions and benefits for their organisations. The bite-sized solutions approach will:</p> <ul style="list-style-type: none"> <li>• Present examples of how private and public sector companies have developed workplace wellbeing initiatives.</li> <li>• Present a model that begins with what is already in existence and suggests how synergies might be achieved.</li> <li>• Present a street-map to existing services and sources of support in developing a workplace wellbeing approach.</li> </ul> <p>At the end of the workshop participants will know:</p> <ul style="list-style-type: none"> <li>• <b>What's happening in workplace wellbeing</b></li> <li>• <b>Why it's important</b></li> <li>• <b>How you can begin to secure organisational benefits</b></li> <li>• <b>How to begin developing an implementation plan</b></li> </ul>
<b>Who should do it</b>	Business Leaders, Managers, any with supervisory responsibility
<b>Cost per delegate</b>	£400
<b>Min/Max Numbers</b>	10 places available – minimum of 5, maximum of 20
<b>Duration and Mode</b>	Half Day interactive workshop Bespoke programme – delivers on or off campus to suit
<b>What to do next</b>	Register your interest at <a href="http://www.wylln.ac.uk">www.wylln.ac.uk</a>

### Workplace Wellbeing Agenda: one day workshop

<b>Provider</b>	Leeds Trinity University College
<b>What's it about</b>	<p>Business leaders are told that workplace wellbeing is important because:</p> <ul style="list-style-type: none"> <li>• “All enterprises seek to be in a healthy state. If their employees are in a good state of health that must surely contribute to successful performance.” <i>Miles Templeman, Director General Institute of Directors.</i></li> <li>• “A business's most valuable asset is, and always will be, the dedicated staff that devote themselves to delivering the work of the organisation. Healthy and fit staff are essential to ensuring a company remains efficient and profitable.” <i>Professor Dame Carol Black, National Director for Health and Work.</i></li> <li>• “For every £1 spent on workplace wellbeing interventions there is a return of more than £4 to the company.” <i>PricewaterhouseCoopers.</i></li> <li>• “A business employing 2,000 staff could save themselves £6.6 million a year with a targeted workplace wellbeing initiative.” <i>Robinson-Cooper Consultants.</i></li> </ul> <p>The challenge to business leaders is how these compelling figures can translate into actions and benefits for their organisations. The bite-sized solutions approach will:</p> <ul style="list-style-type: none"> <li>• Present examples of how private and public sector companies have developed workplace wellbeing initiatives.</li> <li>• Present a model that begins with what is already in existence and suggests how synergies might be achieved.</li> <li>• Present a street-map to existing services and sources of support in developing a workplace wellbeing approach.</li> </ul> <p>At the end of the workshop participants will know:</p> <ul style="list-style-type: none"> <li>• <b>What's happening in workplace wellbeing</b></li> <li>• <b>Why it's important</b></li> <li>• <b>How you can begin to secure organisational benefits</b></li> <li>• <b>How they are going to implement a workplace wellbeing</b></li> <li>• <b>Have produced a realistic implementation plan</b></li> </ul>
<b>Who should do it</b>	Business Leaders, Managers, any with supervisory responsibility
<b>Cost per delegate</b>	£600
<b>Min/Max Numbers</b>	10 places available – minimum of 5, maximum of 20
<b>Duration and Mode</b>	Full Day interactive workshop Bespoke programme – delivers on or off campus to suit Consisting of; information delivery, discussion and dissemination of key issues, group-work, micro-teaching and individual reflection on implications for own workplace, development and presentation of personalised check-list and action plan with objectives, time-line, CSF and KPI
<b>What to do next</b>	Register your interest at <a href="http://www.wylln.ac.uk">www.wylln.ac.uk</a>

### Workplace Wellbeing Agenda: bite-size briefing

<b>Provider</b>	Leeds Trinity University College
<b>What's it about</b>	<p>Business leaders are told that workplace wellbeing is important because:</p> <ul style="list-style-type: none"> <li>• “All enterprises seek to be in a healthy state. If their employees are in a good state of health that must surely contribute to successful performance.” <i>Miles Templeman, Director General Institute of Directors.</i></li> <li>• “A business's most valuable asset is, and always will be, the dedicated staff that devote themselves to delivering the work of the organisation. Healthy and fit staff are essential to ensuring a company remains efficient and profitable.” <i>Professor Dame Carol Black, National Director for health and Work.</i></li> <li>• “For every £1 spent on workplace wellbeing interventions there is a return of more than £4 to the company.” <i>PricewaterhouseCoopers.</i></li> <li>• “A business employing 2,000 staff could save themselves £6.6 million a year with a targeted workplace wellbeing initiative.” <i>Robinson-Cooper Consultants.</i></li> </ul> <p>The challenge to business leaders is how these compelling figures can translate into actions and benefits for their organisations. The bite-sized solutions approach will:</p> <ul style="list-style-type: none"> <li>• Present examples of how private and public sector companies have developed workplace wellbeing initiatives.</li> <li>• Present a model that begins with what is already in existence and suggests how synergies might be achieved.</li> <li>• Present a street-map to existing services and sources of support in developing a workplace wellbeing approach.</li> </ul> <p>At the end of the workshop participants will know:</p> <ul style="list-style-type: none"> <li>• <b>What's happening in workplace wellbeing</b></li> <li>• <b>Why it's important</b></li> <li>• <b>How you can begin to secure organisational benefits</b></li> </ul>
<b>Who should do it</b>	Business Leaders, Managers, any with supervisory responsibility
<b>Cost per delegate</b>	£250
<b>Min/Max Numbers</b>	10 places available - minimum of 5, maximum of 20
<b>Duration and Mode</b>	2 hour interactive workshop Bespoke programme – delivers on or off campus to suit
<b>What to do next</b>	Register your interest at <a href="http://www.wylln.ac.uk">www.wylln.ac.uk</a>

### Asbestos Awareness

<b>Provider</b>	Leeds College of Building
<b>What's it about</b>	<p>This course is especially useful for owners of small businesses and persons who may come into contact with asbestos. It would be of use to persons who are responsible for the maintenance of buildings.</p> <p>The course covers the following areas:</p> <ul style="list-style-type: none"> <li>• The different types of asbestos</li> <li>• Risks to health from exposure</li> <li>• The control of asbestos</li> </ul> <p>The likely location of asbestos in buildings.</p> <p>This course runs in the morning, you can also attend the afternoon course named Risk Assessment Awareness. Cost for attendance on both courses on the same day = £150</p>
<b>Who should do it</b>	This course is especially useful for owners of small businesses and persons who may come into contact with asbestos
<b>Cost per delegate</b>	£60
<b>Min/Max Numbers</b>	12 places available The half day/full day course can be offered to a company who wishes to send a cohort of staff at a 10% reduction for 8 or more persons
<b>Duration and Mode</b>	Week commencing 21 September 2010 – 3 hours in the morning Attendance at Leeds College of Building
<b>What to do next</b>	Register your interest at <a href="http://www.wylln.ac.uk">www.wylln.ac.uk</a>



### Building Regulations Update

<b>Provider</b>	Leeds College of Building
<b>What's it about</b>	<p>This course is especially useful for the project design team who need an overview of recent and planned changes to the Building Regulations.</p> <p>This course runs in the afternoon and particularly considers the changes to Part L and other associated regulations and their implications.</p> <p>The course covers the following areas:</p> <ul style="list-style-type: none"> <li>• Building Regulations Part L</li> <li>• The Green Agenda</li> <li>• Building Performance</li> <li>• Compliance for New and Existing Buildings</li> </ul>
<b>Who should do it</b>	Employers and Employers staff who need to know about renewable energy sources, how they work and the suitability of their use in different environments
<b>Cost per delegate</b>	£70
<b>Min/Max Numbers</b>	12 places available (minimum 8)
<b>Duration and Mode</b>	<p>Week commencing 7 September 2010, other dates tbc</p> <p>2.5 hours in the afternoon</p> <p>Attendance at Leeds College of Building or in the workplace for groups of 8 or more</p>
<b>What to do next</b>	Register your interest at <a href="http://www.wylln.ac.uk">www.wylln.ac.uk</a>

### Introduction to 3D Studio Max Design/AutoDesk VIZ

<b>Provider</b>	Leeds College of Building
<b>What's it about</b>	An overview course for new users wanting to understand the capabilities of 3D CAD. Examples of basic modelling and rendering covered.
<b>Who should do it</b>	This course is especially useful for owners of small businesses
<b>Cost per delegate</b>	£95
<b>Min/Max Numbers</b>	10 places available
<b>Duration and Mode</b>	<p>7 September 2010 – 1 Day</p> <p>Attendance at Leeds College of Building</p>
<b>What to do next</b>	Register your interest at <a href="http://www.wylln.ac.uk">www.wylln.ac.uk</a>

“If you think education is expensive, try ignorance.”

*Attributed to both Andy McIntyre and Derek Bok*

### Introduction to CIOB Certificate in Site Management Studies

<b>Provider</b>	Leeds College of Building
<b>What's it about</b>	<p>This course is especially aimed at both practicing and potential supervisors in the construction industry, who wish to consider whether the course is for them before embarking on a one year part-time study of two evenings per week.</p> <p>The course covers the following areas:</p> <ul style="list-style-type: none"> <li>• The structure and programme of the CIOB content</li> <li>• Overview of content study and work experience required</li> <li>• Introduction to assignment writing</li> </ul>
<b>Who should do it</b>	Practicing and potential supervisors in the construction industry
<b>Cost per delegate</b>	£60
<b>Min/Max Numbers</b>	<p>10 places available</p> <p>The half day/full day course can be offered to a company who wishes to send a cohort of staff at a 10% reduction for 8 or more persons</p>
<b>Duration and Mode</b>	<p>17 September 2010 – 3 hours in the afternoon</p> <p>Attendance at Leeds College of Building</p>
<b>What to do next</b>	Register your interest at <a href="http://www.wylln.ac.uk">www.wylln.ac.uk</a>

### Introduction to Construction NVQ Level 4 and NVQ Level 5

<b>Provider</b>	Leeds College of Building
<b>What's it about</b>	<p>This course is especially useful for experienced construction managers who wish to consider whether the course is for them before embarking on a full NVQ Level 4/5 course. You will gain an understanding of the requirements of learning and evidence collection of an NVQ course. Progression towards a CSCS card (Platinum Level 4 and Black Level 5) and CIOB membership are linked to full NVQ completion.</p> <p>The course covers the following areas:</p> <ul style="list-style-type: none"> <li>• The structure of the Construction NVQ Level 4 course and Level 5 course content</li> <li>• Overview of content study and work experience required</li> <li>• Introduction to collecting site based evidence</li> </ul> <p>Recording of evidence collection on site for portfolio evidence collection for the NVQ award.</p>
<b>Who should do it</b>	Construction project and site managers (Level 4), Senior/middle managers and other professionals (Level 5)
<b>Cost per delegate</b>	£60
<b>Min/Max Numbers</b>	10 places available The half day/full day course can be offered to a company who wishes to send a cohort of staff at a 10% reduction for 8 or more persons
<b>Duration and Mode</b>	17 September 2010 – 3 hours in the morning Attendance at Leeds College of Building
<b>What to do next</b>	Register your interest at <a href="http://www.wylln.ac.uk">www.wylln.ac.uk</a>

### Renewable Energy Awareness

<b>Provider</b>	Leeds College of Building
<b>What's it about</b>	<p>The course aim is to give background to each of the renewable technologies, to explain what each will do and will not do and to cover costs, payback periods and grants, etc.</p> <p>The course covers:</p> <ul style="list-style-type: none"> <li>• Getting started, cost of fuel, payback period, climate change and energy efficiency</li> <li>• Solar thermal water heating</li> <li>• Domestic scale biomass systems</li> <li>• Heat pumps</li> <li>• Wind power</li> <li>• Photo-voltaic systems</li> <li>• Micro-hydro</li> </ul>
<b>Who should do it</b>	Employers and Employers staff who need to know about renewable energy sources, how they work and the suitability of their use in different environments
<b>Cost per delegate</b>	£295
<b>Min/Max Numbers</b>	4 places available
<b>Duration and Mode</b>	7 September 2010 – 2 consecutive days Attendance at Leeds College of Building
<b>What to do next</b>	Register your interest at <a href="http://www.wylln.ac.uk">www.wylln.ac.uk</a>



### Risk Assessment Awareness

<b>Provider</b>	Leeds College of Building
<b>What's it about</b>	<p>Risk assessments are a legal requirement for all employers, managers, supervisors and employees who should be aware of their need to manage risk assessing. CIEH Certificate provided.</p> <p>The course covers the following areas:</p> <ul style="list-style-type: none"> <li>• Health and safety legislation requirements concerning risk</li> <li>• Assessments</li> <li>• Practical examples</li> <li>• Rating and prioritising risks</li> <li>• Legislative requirements</li> <li>• Risk assessment in practice</li> </ul> <p>This course runs in the afternoon, you can also attend the morning course named Asbestos Awareness. Cost for attendance on both courses on the same day = £150.</p>
<b>Who should do it</b>	This course is especially useful for owners of small businesses and persons who may come into contact with asbestos
<b>Cost per delegate</b>	£105
<b>Min/Max Numbers</b>	10 places available The half day/full day course can be offered to a company who wishes to send a cohort of staff at a 10% reduction for 8 or more persons
<b>Duration and Mode</b>	Week commencing 21 September 2010 – 4 hours in the afternoon Attendance at Leeds College of Building
<b>What to do next</b>	Register your interest at <a href="http://www.wylln.ac.uk">www.wylln.ac.uk</a>

### Life on Mars? Understanding and working with individuals with Autism

<b>Provider</b>	University of Leeds
<b>What's it about</b>	<p>This CPD day aims to provide participants with an understanding of the key features of autism, and ways in which we can work with individuals to enable them to achieve their potential.</p> <p>University Certificate of Attendance.</p>
<b>Who should do it</b>	Those who wish to gain an insight into supporting individuals with Autism to achieve their potential
<b>Cost per delegate</b>	£180 1 Day or £90 Half Day
<b>Min/Max Numbers</b>	4 places available
<b>Duration and Mode</b>	1 Day or Half Day Workshop
<b>What to do next</b>	Register your interest at <a href="http://www.wylln.ac.uk">www.wylln.ac.uk</a>

“The training has enabled these two employees to bring us a new outlook to our methods and systems, which will be crucial in developing our production processes well into the 21st century.”

*Steve Chambers, Director for Waddington and Ledger Ltd.*

### The Body Systems, Function and Dysfunction: The Heart and Cardiovascular System

<b>Provider</b>	University of Bradford: School of Health
<b>What's it about</b>	First in a series of half day courses suitable for support workers in health/exercise/health promotion/care settings. Includes a brief outline of the heart and cardiovascular system and case based scenarios to examine dysfunction.
<b>Who should do it</b>	Support workers in health/exercise/health promotion/care settings
<b>Cost per delegate</b>	£45
<b>Duration and Mode</b>	Wednesday 22 September 2010 1.15 - 4.30pm Half Day Workshop
<b>What to do next</b>	Register your interest at <a href="http://www.wylln.ac.uk">www.wylln.ac.uk</a>



The Body Systems, Function and Dysfunction: The Musculoskeletal System	
<b>Provider</b>	University of Bradford: School of Health
<b>What's it about</b>	Half day course suitable for support workers in health/exercise/health promotion/care settings. Includes a brief outline of the musculoskeletal system and case-based scenarios to examine dysfunction.
<b>Who should do it</b>	Support workers in health/exercise/health promotion/care settings
<b>Cost per delegate</b>	£45
<b>Duration and Mode</b>	Wednesday 3 November 2010 13:15 - 16:30 Half Day Workshop
<b>What to do next</b>	Register your interest at <a href="http://www.wylln.ac.uk">www.wylln.ac.uk</a>

“Our investment in training and development pays off in the consistent high quality we offer to our service users, but it makes business sense too. We can extend our services in the knowledge that we have highly skilled people with the right values ready to step up. Our rates of staff turnover are less than half the regional average and for managers in particular there is a very low turnover and absence rate. Investing in our staff’s futures shows our commitment to them and they repay us with their high levels of skill and motivation.”

*Alison Howard, Head of Business Development, Hollybank Trust*

The Body Systems, Function and Dysfunction: The Neurological System	
<b>Provider</b>	University of Bradford: School of Health
<b>What's it about</b>	Half day course suitable for support workers in health/exercise/health promotion/care settings. Includes a brief outline of the neurological system and case-based scenarios to examine dysfunction.
<b>Who should do it</b>	Support workers in health/exercise/health promotion/care settings.
<b>Cost per delegate</b>	£45
<b>Duration and Mode</b>	Wednesday 20 October 2010 13:15 - 16:30 Half Day Workshop
<b>What to do next</b>	Register your interest at <a href="http://www.wylln.ac.uk">www.wylln.ac.uk</a>

The Body Systems, Function and Dysfunction: The Respiratory System	
<b>Provider</b>	University of Bradford: School of Health
<b>What's it about</b>	Half day course suitable for support workers in health/exercise/health promotion/care settings. Includes a brief outline of the respiratory system and case-based scenarios to examine dysfunction.
<b>Who should do it</b>	Support workers in health/exercise/health promotion/care settings
<b>Cost per delegate</b>	£45
<b>Duration and Mode</b>	Wednesday 29 September 2010 13:15 - 16:30 Half Day Workshop
<b>What to do next</b>	Register your interest at <a href="http://www.wylln.ac.uk">www.wylln.ac.uk</a>

“Education’s purpose is to replace an empty mind with an open one.”

*Malcolm S. Forbes*

An Introduction to Safeguarding Children	
<b>Provider</b>	University of Leeds – Lifelong Learning Centre
<b>What's it about</b>	This day workshop is a must for anyone who ‘comes into contact’ with children through their work. An introduction to the basics of child protection. The workshop looks at what child abuse is, how to spot potential signs of abuse, how to respond if a child confides in you and the steps that can be taken to safeguard their welfare.
<b>Who should do it</b>	Anyone who comes into contact with children through their work
<b>Cost per delegate</b>	£180 1 Day Workshop with a University Certificate of Attendance
<b>Min/Max Numbers</b>	16
<b>Duration and Mode</b>	Rolling programme 1 Day Workshop
<b>What to do next</b>	Register your interest at <a href="http://www.wylln.ac.uk">www.wylln.ac.uk</a>

### Safety Management in Health Services

<b>Provider</b>	University of Leeds – Cpd4health Innovation
<b>What's it about</b>	Safety is currently an important issue in Healthcare, and is high on the policy agenda. Working with world renowned experts in Safety Management systems this conference brings together the latest thinking and research in safety management systems with a practical focus.
<b>Who should do it</b>	Those with responsibility for the development, implementation and delivery of safety management systems.
<b>Cost per delegate</b>	£325 public sector or £35 private sector
<b>Min/Max Numbers</b>	150
<b>Duration and Mode</b>	27 September 2010 1 Day event Attendance at Boddington Hall
<b>What to do next</b>	Register your interest at <a href="http://www.wylln.ac.uk">www.wylln.ac.uk</a>

### Adobe Dreamweaver Introduction

<b>Provider</b>	nti Leeds
<b>What's it about</b>	This two day Adobe Dreamweaver Introduction course provides the foundation for building and maintaining websites that include multiple pages with images and links using Dreamweaver. The course provides web designers the skills to create, design, manage edit and publish professional websites. The course leads on to the Adobe Certified Associate in Web Communication using CS4 exam.
<b>Who should do it</b>	Those interested in developing and maintaining professional websites
<b>Cost per delegate</b>	£440 (including all course materials and refreshments) No VAT charged
<b>Duration and Mode</b>	2 Days – Various dates Hands-on computer-based course with 90 minute online multiple choice exam Adobe Certified Associate
<b>What to do next</b>	Register your interest at <a href="http://www.wylln.ac.uk">www.wylln.ac.uk</a>

### FCP 101: Introduction to Final Cut Pro 7

<b>Provider</b>	nti Leeds
<b>What's it about</b>	This class is designed for anyone looking to edit professional-quality video with Final Cut Pro and who prefers hands-on and interactive instruction to best explore its functionality. The course teaches students to perform basic editing functions while becoming familiar with the Final Cut Pro user interface.
<b>Who should do it</b>	Those interested in editing professional quality video, some experience in video editing required
<b>Cost per delegate</b>	£750 (including all course materials, refreshments and the exam voucher) No VAT charged
<b>Duration and Mode</b>	3 Days – Various dates Hands-on computer-based course with 90 minute online multiple choice exam Apple Certified Pro
<b>What to do next</b>	Register your interest at <a href="http://www.wylln.ac.uk">www.wylln.ac.uk</a>



## Zend PHP I: Foundations

<b>Provider</b>	nti Leeds
<b>What's it about</b>	The PHP I: Foundations course is designed to provide non-programmers with a solid foundation in the PHP language. This course guides you through the basics of PHP with an experiential approach, filled with numerous examples and hands-on exercises, including substantial practice in coding a functional application.
<b>Who should do it</b>	Non programmers who wish to develop a solid foundation in PHP language.
<b>Cost per delegate</b>	£600 (including all course materials and refreshments) No VAT charged
<b>Duration and Mode</b>	3 Days – Various dates Hands-on computer-based course with 90 minute online multiple choice exam Adobe Certified Associate
<b>What to do next</b>	Register your interest at <a href="http://www.wylln.ac.uk">www.wylln.ac.uk</a>

“It is the mark of an educated mind to be able to entertain a thought without accepting it.”

Aristotle

The “learning list” supports the development of higher level skills for you and your employees. Each short course will provide the knowledge, skills, and the all important “know how” to be able to apply your new learning to your job and work place.

What we mean by higher level skills are those at Level 4 or above (see table). Our learning list short courses are at Levels 4-6 and are aimed at employees in, or moving into, supervisory, technician or professional roles.

### Qualification Framework

This framework will help you make sense of the array of qualifications available. “Higher level skills” refers to learning at Level 4 and above. Bespoke programmes can be of any size within any level and can be standalone or used as “building blocks” towards a full qualification.

<b>Level 2</b>	Level 2 NVQ	Apprenticeship	GCSE C-A	BTEC First Diploma	14-19 Higher Diploma
<b>Level 3</b>	Level 3 NVQ	Advanced Apprenticeship	A Level	BTEC National Diploma	14-19 Higher Adv/Prog Diploma
<b>Level 4</b>	Level 4 NVQ	Certificate of Higher Education	HNC	1st Year of Degree (BEng/BA/BSc/BEEd)	First Year of *FD
<b>Level 5</b>	Level 5 NVQ	Diploma of Higher Education	HND	2nd Year of Degree (BEng/BA/BSc/BEEd)	First Year of *FD
<b>Level 6</b>	Final Year Degree (BEng/BA/BSc/Bed)				
<b>Level 7</b>	Postgraduate Certificate and Diploma		Masters Degree (MEng/MA/MSc)		
<b>Level 8</b>	Doctorate (PhD/EdD)				

\*FD = Foundation Degree

Correct at time of Production July 2010

### Not sure how to get the most out of higher level skills?

WYLLN has a team of Higher Level Skills Coordinators who can help you to better understand what higher level skills are, how they can benefit your business, and the different ways you can develop them within your company. To arrange a personalised consultation please contact your local Higher Level Skills Coordinator:

#### Bradford

Janet Midgley 07990 802 496  
janet.midgley@bradford.gov.uk

Jules O'Dor 07864 641 541  
jules.odor@bradford.gov.uk

#### Wakefield

Michael Cuthbert 01924 789854  
M.Cuthbert@wakefield.ac.uk

#### Calderdale

Karen Quine 07976 384 003  
Karen.quine@calderdale.gov.uk

#### Leeds

Ian McGregor Brown 0113 247 0000  
ian.mcgregor-brown@yourchamber.org.uk

#### Kirklees

WYLLN General Enquiries 01484 471105  
wylln@hud.ac.uk